

Coconino County

Criminal Justice Coordinating Council  
Strategic Plan  
2006-2008

12/7/06

Coconino County Criminal Justice Coordinating Council  
Strategic Plan  
July 1, 2006 - June 30, 2008

FOCUS AREA: <i>Collaboration, Cooperation and Communication</i>						
GOALS AND OBJECTIVES: C1 Active involvement of other jurisdictions and agencies in the CJCC.						
SUCCESS INDICATORS:						
COST: Low = \$5,000; Medium = \$5,000-\$20,000; High = \$20,000 +						
STATUS: 0 = Not started; 1 = Partially completed; 2 = Completed						
Strategies to Implement	Lead Role	Partners	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
1.1 Board of Supervisors, Board of Directors for Jail District and City Council to continue to invest in CJCC	CJCC Executive Committee	CJCC; Board of Supervisors; Board of Directors; Flagstaff City Council	Barriers: Money; perceived benefits  Opportunities: Continued improvements in the criminal justice system, increased communication	MEDIUM  General Fund	1-2	
1.2 Outreach to additional Municipalities (government criminal justice agencies)	CJCC Executive Committee	CJCC; Cities/Towns; Police Departments	Barriers: CJCC membership too large; lack of interest ; distance; competing time constraints  Opportunities: More diverse input, more rural representation	LOW  General Fund	1-2	

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FOCUS AREA: <i>Collaboration, Cooperation and Communication</i>						
GOALS AND OBJECTIVES: C2 Improve information exchange in the CJCC and develop on-going methods to enhance trust, maximize value and remove barriers.						
SUCCESS INDICATORS:						
COST: Low = \$5,000; Medium = \$5,000-\$20,000; High = \$20,000 +						
STATUS: 0 = Not started; 1 = Partially completed; 2 = Completed						
Strategies to Implement	Lead Role	Partners	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
2.1 Enhance communication of changes in individual departments that might impact CJCC system	CJCC Executive Committee	CJCC Coordinator; CJCC	Barriers: Time; information overload (detail); lack of global perspective; jurisdictional issues  Opportunities: Improved communication, improved knowledge of departmental impacts of system-wide changes; reduction in duplication of efforts	LOW  General Fund	1	
2.2 CJCC legislative update from membership and analyze the criminal justice impact	CJCC Executive Committee	CJCC Coordinator; Legislative liaisons; CJCC	Barriers: Time; information overload (detail); apathy; staff resources  Opportunities: Increased knowledge of legislative changes, introduce new legislation and knowledge of system-wide impacts of legislative changes	LOW  General Fund	1	
2.3 Annual review of budgets, changes in FTEs	CJCC Executive Committee	CJCC Coordinator; CJCC; Budget managers	Barriers: Time; information overload (detail); jurisdictional issues; new and yet to be defined  Opportunities: Improved communication, knowledge of requested budget additions, and discussion on systemic impacts	LOW  General Fund	1	

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FOCUS AREA: <i>Citizen Involvement and Education</i>						
GOALS AND OBJECTIVES: I1 Increase citizen involvement and awareness of the role of the criminal justice system through education, volunteer programs and surveys.						
SUCCESS INDICATORS:						
COST: Low = \$5,000; Medium = \$5,000-\$20,000; High = \$20,000 +						
STATUS: 0 = Not Started; 1 = Partially completed; 2 = Completed						
Strategies to Implement	Lead Role	Partners	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
1.1 Establish a CJCC web-site	CJCC Coordinator	County IT; CJCC	Barriers: Technical training Opportunities: Existing website	LOW General Fund	1	2
1.2 Establish a Communication Ad Hoc Workgroup	CJCC Executive Committee	CJCC; Public information officer; CJCC Coordinator	Barriers: Participation by CJCC membership/possible lack of participation Opportunities: Increased participation of CJCC public members	LOW General Fund	1-2	
1.3 Develop a communication plan	Communication Ad Hoc Workgroup	CJCC Executive Committee; CJCC	Barriers: Time; participation Opportunities: Improved communication by CJCC stakeholders and improved communication to the community	LOW General Fund	2	
1.4 Fill the Flagstaff Unified School District slot	CJCC Executive Committee	CJCC	Barriers: Lack of interest Opportunities: Improved community involvement	LOW General Fund	1	

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FOCUS AREA: <i>Mental Health, Substance Abuse and Domestic Violence</i>						
GOALS AND OBJECTIVES: M1 Develop a coordinated and comprehensive system of treatment delivery to offenders, to include in-custody (criminal & civil) and out of custody options.						
SUCCESS INDICATORS:						
COST: Low = \$5,000; Medium = \$5,000-\$20,000; High = \$20,000 +						
STATUS: 0 = Not started; 1 = Partially completed; 2 = Completed						
Strategies to Implement	Lead Role	Partners	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
1.1 Support the development of the Intake Triage Unit (ITU)	Mental Health and Substance Abuse Committee	Flagstaff Police Department; Jail; TGC(board); FMC; AA; NARBHA	Barriers: Coordination of efforts; population type; lack of housing; lack of ability to mandate services  Opportunities: Refer individuals to other services (i.e. in-patient treatment); improve quality of life; reduce jail population; reduce recidivism; triage- keeping individuals off the street	LOW  County/City/State General Funds	1	
1.2 Explore and establish an in-custody substance abuse treatment program	Sheriff's Department	Courts; Mental Health Substance Abuse Subcommittee; CJCC; Community services; treatment providers	Barriers: Time; recruiting & hiring  Opportunities: Improve quality of life; collaboration with community; providing substance abuse treatment; decrease recidivism; increase sobriety; increase coordination of aftercare after released	HIGH  County General Fund	1	
1.3 Increase treatment options and explore innovative programs	Mental Health and Substance Abuse Committee	ITU; Treatment providers; TGC; NASAS; NACA; NARBHA	Barriers: Money; lack of ability to mandate services after discharge; jurisdictional issues; treatment provider options  Opportunities: Improve quality of life; create more and better programs; reduce jail population; reduce recidivism	HIGH  General Fund	1-2	
1.4 Support and coordinate with service providers and funding sources to improve the continuum of care	Mental Health and Substance Abuse Committee	Treatment providers; Community; Sheriff's Department; CJCC; City Council; Board of Supervisors; NARBHA	Barriers: Gaps in service providers; capacities of service providers; money; lack of long-term treatment facilities; delays in process of obtaining treatment and services  Opportunities: Community support; improve services	LOW  General Fund	1-2	
Strategies to Implement	Lead Role	Partners	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status

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1.5 Provide long-term coordination with the in-custody treatment program (community advisory board)	Sheriff's Department	Treatment providers; Courts; Mental Health Substance Abuse Subcommittee; CJCC; Community service providers; Community	Barriers: Time; jurisdictional issues, money  Opportunities: Improve services; efficiency and effectiveness of services, decrease recidivism; improve community safety; improve quality of life	LOW  General Fund	1-2	
1.6 Develop and implement a Crisis Intervention Team (CIT) program and training	Flagstaff Police Department	Mental Health Substance Abuse Subcommittee; CJCC Coordinator; AZ post; NARBHA; TGC; ITU; NAMI	Barriers: Staff resources for training; lack of coordination; lack of 24hr crisis; limited support services; institutional attitudes  Opportunities: Recognized program by AZ post; positive feedback from law enforcement; better trained officers, timing is good	LOW  General Fund	1	1
1.7 Develop and implement a mental health court	Mental Health and Substance Abuse Committee	Courts; Prosecution; NARBHA; TGC; Public Defender; Law Enforcement	Barriers: Funding (cost of medications); coordination of various departments/services/staff; lack of psychiatrists  Opportunities: Attorneys; improve quality of life; reduce recidivism; improve treatment of individuals	HIGH  General Fund; NARBHA	1	
1.8 Expand the number of participants in DUI/Drug Court	Drug Court Advisory Board	Drug Court Team	Barriers: Money, staffing resources  Opportunities: Increased services, improved quality of life and family	HIGH  Fill-the-gap/Grants	1	
1.9 Research domestic violence courts	Court Administration	CCRT	Barriers: Time, available models  Opportunities: Best practice research	LOW  General Fund	1	

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FOCUS AREA: <i>Mental Health, Substance Abuse and Domestic Violence</i>						
GOALS AND OBJECTIVES: M2 Engage the community in addressing the needs of offenders and victims with mental health and substance abuse disorders through public education.						
SUCCESS INDICATORS:						
COST: Low = \$5,000; Medium = \$5,000-\$20,000; High = \$20,000 +						
STATUS: 0 = Not started; 1 = Partially completed; 2 = Completed						
Strategies to Implement	Lead Role	Partners	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
2.1 Develop a public information campaign to educate the community on system challenges and costs	Communication Ad Hoc Workgroup	Mental Health and Substance Abuse Committee	Barriers: Time; restricted information  Opportunities: Improve communication to the public; improve community support	LOW  General Fund	2	
2.2 Research alternatives within pre-trial release programs	Systems Performance Committee	Pre-Trial Services; CJCC coordinator; Law Enforcement; community service providers	Barriers: Time; legal requirements; lack of local research; jurisdictional issues  Opportunities: Pre-Trial services research center (provide technical assistance); expand and improve pre-trial services; improve appearance rate; efficient jail utilization; improve community safety.	LOW  General Fund	1-2	

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FOCUS AREA: <i>Crime Prevention and Recidivism Reduction</i>						
GOALS AND OBJECTIVES: P1 Develop alternatives to incarceration that focus on prevention and rehabilitation with juveniles, families and the adult population.						
SUCCESS INDICATORS:						
COST: Low = \$5,000; Medium = \$5,000-\$20,000; High = \$20,000 +						
STATUS: 0 = Not started; 1 = Partially completed; 2= Completed						
Strategies to Implement	Lead Role	Partners	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
1.1 Increase alternatives to pre-arrest	Systems Performance Committee	Pre-Trial Services; Community Service Providers; City of Flagstaff; County; Police Department; Sheriff's Office; Courts	Barriers: Money; time; limited best practice research; institutional attitudes; resources; limited community service providers  Opportunities: CJCC collaboration; community support; reduction in criminal justice involvement	MEDIUM to HIGH  General Fund	2	
1.2 Increase alternatives to post arrest	Systems Performance Committee	Courts; prosecution; defense; CJCC; probation; community service providers	Barriers: Legal issues; institutional attitudes; mandatory sentences; funding resources  Opportunities: Improve quality of life; reduce recidivism; sanctions appropriate to individual	MEDIUM to HIGH  General Fund	2	
1.3 Research pre-trial services in other jurisdictions to reinforce, expand and improve our current program	Systems Performance Committee	Pre-Trial Services; CJCC coordinator; Courts; law enforcement	Barriers: Time; legal requirements; lack of local research; jurisdictional issues  Opportunities: Pre-Trial services research center (provide technical assistance); expand and improve pre-trial services; improve appearance rate; efficient jail utilization; improve community safety	LOW  General Fund	1-2	



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FOCUS AREA: <i>Crime Prevention and Recidivism Reduction</i>						
GOALS AND OBJECTIVES: P2 Analyze crime patterns and trends to identify and implement specific intervention and prevention strategies.						
SUCCESS INDICATORS:						
COST: Low = \$5,000; Medium = \$5,000-\$20,000; High = \$20,000 +						
STATUS: 0 = Not started; 1 = Partially completed; 2= Completed						
Strategies to Implement	Lead Role	Partners	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
2.1 Examine impact of being a transport route	CJCC Coordinator	County Attorney; Sheriff's Department; DPS; Federal Government (DEA); U.S. Attorney; State crime lab	Barriers: Lack of data; territorial issues  Opportunities: Case processing; efficiencies	LOW  General Fund	1	
2.2 Examine statistics and community experiences to understand the crime problem and to identify opportunities for prevention and utilizing best practices (crime victimization surveys)	CJCC Coordinator	Flagstaff Police Department; Sheriff's Department; City Prosecutor; DPS; GIS; NAU social research lab	Barriers: Collecting community experiences; money; lack of information  Opportunities: GIS information; annual review by NAU social research lab	LOW  General Fund	2	

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FOCUS AREA: <i>System Performance</i>						
GOALS AND OBJECTIVES: S1 Increase efficiency of the system and use of best practices.						
SUCCESS INDICATORS:						
COST: Low = \$5,000; Medium = \$5,000-\$20,000; High = \$20,000 +						
STATUS: 0 = Not started; 1 = Partially completed; 2 = Completed						
Strategies to Implement	Lead Role	Partners	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
1.1 Expand use of warrant officer to other courts	Court Administration	Limited Jurisdiction Judges; Law Enforcement	Barriers: Jurisdictional issues  Opportunities: Flagstaff Municipal Court model available, decreased bookings	HIGH  General Fund; JCEF; Grant Funds	1-2	
1.2 Review processing of FTAs and FTCs	Systems Performance Committee	CJCC Coordinator; Courts; Law Enforcement	Barriers: Data difficult to obtain; staff turnover; staff training  Opportunities: Improve appearance rate; decrease FTAs and FTCs; single electronic point warrant process	LOW  General Fund	1-2	
1.3 Review cite and release population	Flagstaff Police Department; CJCC coordinator	Flagstaff Municipal Court; Sheriff's Office	Barriers: Data difficult to obtain; staff turnover; staff training  Opportunities: Understanding of FTA system; improve evidence policy for cite and release	LOW  General Fund	1	
1.4 Continue to expand the Criminal Justice Integration (CJI) project	CJI Committee	County IT; City Court	Barriers: Statewide case management system, time, money.  Opportunities: Information sharing and integration by ACJC, develop statewide case management system, continued improvement of systemwide communication	HIGH  General Fund; JCEF	1-2	
1.5 Implement a field e-citation program	Flagstaff Police Department	Municipal Court; CJI Committee	Barriers: Resistance to change, money, CJI project.  Opportunities: Openness of Police Department, funding streams available, establish track record, speed and accuracy, reduced data entry	HIGH  General Fund	1	
1.6 Long-term planning for adult detention facility	Sheriff's Department	County and City; Community	Barriers: Money; population management  Opportunities: Improve community safety	HIGH  General Fund	2	

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Strategies to Implement	Lead Role	Partners	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
1.7 Establish an Arrest to Arraignment Ad Hoc Workgroup	CJCC Executive Committee	CJCC	Barriers: One more committee, broad subject/complicated subject Opportunities: Review system-wide improvements, improve case processing	LOW General Fund	1	
1.8 Provide criminal justice information system (CJIS) information to weekend judges	Court Administration	Adult probation; Limited Jurisdiction Judges	Barriers: Funding, time, staff, jail impact, resources Opportunities: Providing criminal history, more informed decisions by judges; jail impact	HIGH General Fund	1-2	
1.9 Research long-term Juvenile detention facility	Juvenile Justice Committee	County; Juvenile Court	Barriers: Time, staff resources Opportunities: Explore options; review best practices	LOW General Fund	2	
1.10 Analyze the Juvenile capacity and pre-trial best practices	Juvenile Justice Committee	Juvenile Court; CJCC	Barriers: Time, staff resources Opportunities: Review best practices; make recommendations regarding pre-trial operations	LOW General Fund	2	
1.11 Explore co-location of Municipal and Justice courts in Flagstaff	Court Administration	City and County	Barriers: Funding, time, location Opportunities: Efficiency, cost savings, improve customer service	HIGH General Fund	2	
1.12 Explore collaboration with cities and counties to improve efficiency (i.e. future IGAs)	Court Administration	City and County	Barriers: Jurisdictional issues, time Opportunities: Efficiency, cost savings, improve customer service	LOW to HIGH General Fund	1-2	

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FOCUS AREA: <i>System Performance</i>						
GOALS AND OBJECTIVES: S2 Improve data collection, integration and analysis throughout the system.						
SUCCESS INDICATORS:						
COST: Low = \$5,000; Medium = \$5,000-\$20,000; High = \$20,000 +						
STATUS: 0 = Not started; 1 = Partially started; 2 = Completed						
Strategies to Implement	Lead Role	Partners	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
2.1 Felony length of stay (LOS) data analysis	Systems Performance Committee	CJCC Coordinator; Courts; Sheriff's Office; Prosecution; Defense Counsel	Barriers: Time; limited staff resources; data availability; limited analyzing; staff resources  Opportunities: Existence of felony task force; improve system efficiencies; assure justice is being served	LOW  General Fund	1	
2.2 Examine decision making at the 7 key decision points	Systems Performance Committee	CJCC Coordinator; CJCC member agencies	Barriers: On-going process; jurisdictional issues; time; lack of comprehensive data  Opportunities: Improve system efficiencies; improve justice; improve community safety; improve use of resources; improve information to decision making officials	HIGH  General Fund	1-2	
2.3 Consider preparing a county level comparative analysis of Justice workloads and expenditures	Systems Performance Committee	County and City	Barriers: Resistance; comparative consistencies; jurisdictional issues; time  Opportunities: Achieve recommendation of NIC	LOW  General Fund	2	
2.4 Improve data collection and analysis capacity and establish systems performance benchmarks	Systems Performance Committee	CJCC; GIS; IT; AOC; NAU	Barriers: Lack of integrated data system; lack of consistency of how data is being collected; lack of understanding of importance of data collection  Opportunities: Achieve recommendation of NIC; Looking Glass system; criminal justice integration; improve system efficiencies; ability to justify funding and programming	HIGH  General Fund	1-2	

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FOCUS AREA: <i>System Performance</i>						
GOALS AND OBJECTIVES: S3 Develop a method to assess staffing needs and assure adequate staff throughout the system to flexibly manage the workload.						
SUCCESS INDICATORS:						
COST: Low = \$5,000; Medium = \$5,000-\$20,000; High = \$20,000 +						
STATUS: 0 = Not started; 1 = Partially started; 2 = Completed						
Strategies to Implement	Lead Role	Partners	Barriers & Opportunities	Costs/Resources & Sources	Timeline	Status
3.1 Establish an employee and staffing Ad Hoc Workgroup	CJCC Executive Committee	CJCC; City and County Human Resources; CJCC Coordinator; County compensation committee	Barriers: One more committee Opportunities: Develop a recruitment and retention plan, reduce turn over, increase number of applicants; short tenure of committee	LOW General Fund	1	
3.2 Address salary and staffing especially for CJCC partners (Capture the true costs of inadequate staffing)	Employee and Staffing Ad Hoc Workgroup	CJCC; Systems performance committee	Barriers: Perception of unfairness from other City/County departments; money; time; cost of living; housing; departmental issues; applicant pool  Opportunities: Decrease turnover; SWBPI (southwest border process initiative); improve recruitment; improve morale; quality of staff; increase efficiency	LOW General Fund	1-2	